

PUBLIC SAFETY AND CRIMINAL JUSTICE COMMITTEE

DATE: June 17, 2015

CALLED TO ORDER: 5:35 p.m.

ADJOURNED: 8:33 p.m.

ATTENDANCE

Attending Members

Mary Moriarty Adams, Chair
Stephen Clay
Aaron Freeman
Frank Mascari
William Oliver
Marilyn Pfisterer
Christine Scales
Joseph Simpson

Absent Members

Benjamin Hunter
Leroy Robinson

PROPOSAL NO. 128, 2015 - amends Sec. 279 of the Code regarding Police Merit Board member selection and the hiring, promoting and disciplining of police officers
"Postpone" until July 22, 2015

Vote: 8-0

PROPOSAL NO. 129, 2015 - amends Sec. 252 of the Code regarding the hiring, promoting and disciplining of firefighters and changing the provision for death leave for firefighters in the non-suppression division
"Postpone" until July 22, 2015

Vote: 8-0

PROPOSAL NO. 176, 2015 - appropriates and transfers a total of \$1,825,000 in the 2015 Budget of the Marion Superior Court (County General Fund, Guardian Ad Litem Fund, Commissioner & Guardian Ad Litem Fund) to cover court appointed special advocate contractual services provided by Child Advocates, Inc.
"Do Pass"

Vote: 8-0

PROPOSAL NO. 177, 2015 - appropriates \$104,000 (County General Fund) in the 2015 Budget of the Marion County Public Defender Agency to hire additional staff for the TPR/CHINS Division to cover an increase in case filings. The appropriation will be offset by a forty percent reimbursement from the Indiana Public Defender Commission
"Do Pass"

Vote: 8-0

Presentation updating the Re-Entry Study Commission – Lena Hackett, Re-Entry Study Commission

Presentation by the Minority Police Officers Association updating the hiring of minority police officers
– Lieutenant John Walton

PUBLIC SAFETY AND CRIMINAL JUSTICE COMMITTEE

The Public Safety and Criminal Justice Committee of the City-County Council met on Wednesday, June 17, 2015. Chair Mary Moriarty Adams called the meeting to order at 5:35 p.m. with the following members present: Stephen Clay, Aaron Freeman, Frank Mascari, William Oliver, Marilyn Pfisterer, Christine Scales, and Joseph Simpson. Councillors Benjamin Hunter and Leroy Robinson were absent. Council Chief Financial Officer, Bart Brown and Fiscal and Policy Analyst, Ryan Kramer represented Council staff.

Chair Moriarty Adams asked for consent to rearrange the agenda. Consent was given

PROPOSAL NO. 176, 2015 - appropriates and transfers a total of \$1,825,000 in the 2015 Budget of the Marion Superior Court (County General Fund, Guardian Ad Litem Fund, Commissioner & Guardian Ad Litem Fund) to cover court appointed special advocate contractual services provided by Child Advocates, Inc.

Marilyn Moores, Juvenile Court Judge, stated that the court has seen a significant increase in child in need of services (CHINS) cases. There has been a 62% increase in cases between 2014 and 2015, having almost 900 more children than there were this time in 2014. Every aspect of the system is over loaded. The Guardian Ad Litem (GAL) service is an unfunded State mandate; however there needs to be a consistent funding mechanism that will take care of the obligation for the GAL service.

Councillor Oliver stated he fears that this issue is only going to become a bigger problem and suggested holding a special meeting to discuss it and come up with a solution.

Councillor Pfisterer asked whether the increase in cases is due to the increase in heroin use. Judge Moores affirmed, stating that it attributed to both heroin and methamphetamine use. Councillor Pfisterer stated that she is a Court Appointed Special Advocate (CASA) and understands the need for the funding. She added that anyone that is interested in becoming a CASA or GAL can contact Child Advocates to receive information on training.

Councillor Scales asked what mechanism was used to receive additional funding for GAL. Judge Moores stated that since GAL is a certified program that pays workers for their service, it qualifies for a reimbursement from the State, which is from where the additional funding came.

Councillor Clay asked how much is needed to adequately fund GAL. Sue Patterson, Director of Finances, Marion Superior Court (MSC), stated that she believes their total commitment for 2015 will be between \$5.6 million and \$6.1 million. Councillor Clay asked whether they have received funding out of the Public Safety Income Tax (PST) Fund. Ms. Patterson responded in the negative.

Councillor Freeman stated that this is a state issue that has been diverted to the local level. He then moved, seconded by Councillor Mascari, to send Proposal No. 176, 2015, to the full Council with a "Do Pass" recommendation.

Chair Moriarty Adams asked Ms. Patterson to discuss the proposal.

Ms. Patterson stated that they began 2015 with a \$2 million appropriation and was given another \$500,000 in April. Through May, they have spent roughly \$2.3 million, which leaves about \$200,000. This proposal appropriates \$1.825 million; however, it is anticipated that \$1.8 million will be needed to cover June through September, as well as an additional \$1.8 million to cover October through the end of the year. This is an ongoing issue that needs to be resolved soon.

Councillor Simpson suggested that an amendment be added to the proposal to create a task force focused on presenting the issue of funding to the State Legislature in order to possibly receive more funding.

Chair Moriarty Adams called for public testimony.

Bob Hill, Chief Public Defender, Marion County Public Defender Agency (MCPDA), stated that he fully supports the request and agrees that it is a crisis that affects various agencies.

The motion carried by a vote of 8-0.

PROPOSAL NO. 177, 2015 - appropriates \$104,000 (County General Fund) in the 2015 Budget of the Marion County Public Defender Agency to hire additional staff for the TPR/CHINS Division to cover an increase in case filings. The appropriation will be offset by a forty percent reimbursement from the Indiana Public Defender Commission

Mr. Hill stated that MCPDA is requesting funding to fill positions for two attorneys and two support staff. The caseloads have increased outside of the Indiana -Public Defender Commission Standards, and the agency will be out of compliance if they do not add the additional full-time equivalent (FTE) staff, which will result in the loss of funding. If the agency is adequately staffed with attorneys, then roughly 120 cases can be assigned to those attorneys in a 12-month rating period. Last quarter the agency had to postpone assigning cases to attorneys for a few days because they were out of compliance. As of June 15, 2015, 45 case slots were available to be assigned. It is projected that there will be 140 by the end of the quarter. Mr. Hill stated that it is likely that the agency will come back before the committee to request more funding for attorneys and staff to maintain compliance. It is predicted that the case filings will increase from the Indiana Department of Child Services (DCS), and at some point in the near future, the agency will be faced with an ethical breaking point in which cases will have to be turned down due to the lack of staff and funding. He added that this is a crisis that needs to be funded.

Deborah Greene, Chief Financial Officer (CFO), MCPDA, stated that the request should get the agency through the end of the year.

Councillor Pfisterer asked if staying in compliance is an issue across the State. Mr. Hill affirmed. Councillor Pfisterer asked what the attrition rate is. Mr. Hill stated that the agency has lost a few attorneys; however, their attrition rate is not too bad. Councillor Pfisterer asked if the indigency screening process help alleviate some of the costs for the agency. Mr. Hill stated that he has not seen a big difference in their caseload.

Chair Moriarty Adams called for public testimony.

Judge Moores spoke in support of the proposal. Chair Moriarty Adams asked whether relatives are able to step in when child advocates are not available. Judge Moores stated that they have done that; however, there have been times where the relatives have produced positive drug tests, which is not good for the child.

Councillor Freeman moved, seconded by Councillor Clay, to send Proposal No. 177, 2015, to the full Council with a "Do Pass" recommendation. The motion carried by a vote of 8-0.

PROPOSAL NO. 128, 2015 - amends Sec. 279 of the Code regarding Police Merit Board member selection and the hiring, promoting and disciplining of police officers

PROPOSAL NO. 129, 2015 - amends Sec. 252 of the Code regarding the hiring, promoting and disciplining of firefighters and changing the provision for death leave for firefighters in the non-suppression division

Chair Moriarty Adams stated that the Administration requested that Proposal Nos. 128 and 129 be postponed until the next meeting. She then asked for a motion.

Councillor Clay moved, seconded by Councillor Oliver, to "Postpone" Proposal Nos. 128 and 129, 2015, until July 22, 2015. The motion carried by a vote of 8-0.

[Clerk's note: Councillor Freeman left at 6:51 p.m.]

Presentation updating the Re-Entry Study Commission – Lena Hackett, Re-Entry Study Commission

Christie Gillespie, United Way of Central Indiana (UWCI), and Lena Hackett, Re-Entry Study Commission, read through a presentation (attached as Exhibit A), making the following key points:

- The study commission was directed to examine and investigate the current policies and procedures relating to the re-entry of ex-offenders and the economic and community impact of reducing recidivism in Marion County; hold public hearings and take public input; and report to the Council findings and recommendations for improvement.
- It is focused on employment; housing; sentencing; policy; and supportive services.
- Some accomplishments include: passage of Ban-the-Box on February 24, 2015; strategies were integrated into the work of the Indianapolis Continuum of Care (CoC), Indianapolis' coalition of public and private agencies dedicated to preventing and ending homelessness; and the Indianapolis Housing Agency (IHA) modified their policy to consider people for housing three years post release, rather than five years post release.
- Some ongoing matters include: advocating for changes to existing laws governing funding and opportunities for housing, education, employment, finances and social services to remove barriers to successful re-entry; ensuring that programs at work-release facilities promote the success of re-entrants in areas including, but not limited to: fees, employment, access to services; coordinating with IHA and the local office of the Department of Housing and Urban Development (HUD) to create a system to update arrest dismissal information in order to improve access to housing opportunities for re-entrants wherever possible; developing comprehensive guidelines for city grant recipients that are aligned with the Study Commission recommendations and rooted in evidence based practices; assembling information about alternatives to incarceration in partnership with state and local judiciaries to have alternate sentencing guidelines; and establishing treatment options to provide for low-cost, walk-in addiction assistance, secure lockdown for detoxification, and mental health assistance.
- Recommendations include: exploring recommendations that are most deeply connected with the Council's direct responsibilities; continuing to provide regular reports that highlight further success and identify barriers to achieving the Commission's recommendations; and continuing the creation of a results-focused dashboard for the Commission's recommendations, aligned with the MCRC work group focus areas that will demonstrate progress on performance indicators in each of the work group areas, as well as population impact for the community as a whole.

Councillor Simpson stated that expecting ex-offenders to pay fees, such as probation fees, is an issue. The ex-offenders are not going to be able to make it in the real world if the fees are not lowered. He suggested that the

Study Commission look into ways to lower the amount of fees the ex-offenders have to pay. Ms. Hackett stated that she agrees with the suggestion.

Councillor Oliver asked for an explanation of the fix-up, remodel program. Ms. Hackett stated that it is a program similar to Habitat for Humanity, where returning offenders will partner with the Center for Disease Control (CDC) to fix-up and remodel abandoned homes and possibly become the owner of the home. He then thanked Ms. Hackett and Ms. Gillespie for their presentation.

Presentation by the Minority Police Officers Association updating the hiring of minority police officers – Lieutenant John Walton

John Walton, Indianapolis Metropolitan Police Department (IMPD) Lieutenant and President of the Minority Police Officers Association (MPOA) and Brownie Coleman, IMPD Lieutenant, read through a presentation (attached as Exhibit B), making the following key points:

- Police organizations become more culturally competent by recognizing and responding in a systematic way to the diversity of their community by ensuring that diversity is represented and respected within their own organizational structure and culture.
- The recruitment and hiring processes of police organizations is the most important component in achieving a culturally competent police organization.
- Citizen involvement should be used as a method of improving the recruiting and hiring process of the Indianapolis Metropolitan Police Department, especially as it pertains to minority recruitment.
- A community effort comprised of community leaders, faith-based community, business leaders, and other stake holders can provide valuable support to encourage efforts to achieve and maintain diversity.
- A diverse police department and a commitment to positive action and promoting equality and diversity can deliver a range of benefits that will lead to better acceptance and improved performance.
- Community support can help break down obstacles to progress, and shared responsibility can increase the likelihood of political support for needed changes.
- Agencies need to look at the relevance of traditional recruitment methods to assess if they are unfair impediments to hiring quality police officers.
- The most effective recruitment and selection processes are those that are completed quickly and allow a candidate to move swiftly from application to employment decision points.
- Promoting interest in law enforcement as a career choice to children should be considered essential components of an agency's long-term recruitment strategy.
- Research has shown that police officers who are more mature, who are better educated perform in a better way, have less complaints from the citizens, have less complaints internally within the organization.
- A diverse and competent workforce is essential to the operation of a successful police agency.
- A key component of maintaining a positive perception in minority workforce is to ensure that all citizens hired by the agency, regardless of gender, race, sexual orientation, age, or ethnicity, are faring well in promotions and high-profile job assignments.
- Minority officers have to believe that there is potential for development and advancement on the police department.
- Black officers have retired or resigned because they believed they could not reach their true potential on the police department.

- This problem impedes the effort to increase diversity and has a chilling effect on the morale and quality of life of minority officers who often do not feel included or respected within the police organization.
- Recommendations include: a dedicated budget of \$35,000 for recruiting purposes each year; raising the age cap from 35 years to 40 years of age; more office space; developing a sales driven marketing concept/business model that emphasizes relationship in recruiting, similar to the military or other proactive agencies; and becoming more competitive with other local law enforcement agencies.
- Since 2007, only five African Americans have been promoted to the rank of Lieutenant and five have been promoted to Sergeant. In 27 years, only four African Americans have been promoted to Captain.

Councillor Oliver stated that IMPD does not reflect the community. He stated that the method that is being used to push recruits through the process is pulling the African American recruits back. The morale of IMPD is bad amongst the African American officers.

Councillor Simpson stated that he is disappointed that only 15% of the current recruitment class is African American. He stated that the Council has worked hard to get more recruits and officers on the street, but it does not look like there has been any change in the makeup.

Councillor Scales asked whether the department has considered recruit individuals who have served in the Armed Forces. Lieutenant Walton stated that many times, the individuals who have served in the Armed Forces have passed the age limit and cannot be recruited.

Councillor Clay asked how many officers are apart of the MPOA. Lieutenant Walton stated that there are approximately 75 members. Councillor Clay stated that he does not believe seeking \$35,000 for recruitment purposes is not an adequate amount of funding and suggested that Lieutenant Walton reassess his recommendation. He stated that he agrees that the promotion of minority officers has been a slow process, but he does not believe that it is solely an issue with the administration, as he has learned during his term as a member of the Police Merit Board that it is a consensus among minority officers that they do not apply for the positions because they do not think they will be chosen for the promotions.

Chair Moriarty Adams thanked Lieutenants Walton and Coleman for their presentation. She stated that she will speak to Council Leadership about the concerns of the MPOA.

With no further business pending, and upon motion duly made, the Public Safety and Criminal Justice Committee of the City-County Council was adjourned at 8:33 p.m.

Respectfully submitted,

Mary Moriarty Adams, Chair
Public Safety and Criminal Justice Committee

**STATUS REPORT ON THE RECOMMENDATIONS
MADE BY THE INDIANAPOLIS-MARION COUNTY
COUNCIL'S RE-ENTRY POLICY STUDY
COMMISSION**

**Presented by the
Marion County
Re-Entry Coalition**

June 2015

THE COMMISSION WAS DIRECTED TO:

- ✓ Examine and investigate the current policies and procedures relating to the re-entry of ex-offenders and the economic and community impact of reducing recidivism in Marion County;
- ✓ Hold public hearings and take public input; and
- ✓ Report to the Council findings and recommendations for improvement.

ORGANIZATION OF THE WORK

Strategies are focused in five areas:

- Employment
- Housing
- Sentencing
- Policy
- Supportive Services

MCRC MEMBERS INCLUDE

Central Indiana Community Foundation	United Way of Central Indiana	Indianapolis-Marion County City County Council
City of Indianapolis – Dept of Public Safety	Marion County Community Corrections	Marion County Superior Court – Probation
Marion County Sheriff's Office	Marion County Public Health Department	Marion County Prosecutor's Office
PACE	Volunteers of America	Bethlehem House
Horizon House	Partners in Housing	EmployIndy
RecycleForce	Use What You've Got Ministries	Indy Reads
US Department of Justice	Indiana Department of Correction	Indiana Division of Mental Health and Addiction

EMPLOYMENT

Big Win:

- **Recommendation K:** Ban-the-Box was passed on February 24, 2014 by the City-County Council and was subsequently signed by Mayor Greg Ballard. It went into effect on June 5, 2014.

Ongoing:

- **Recommendation V:** Advocate for changes to existing laws governing funding and opportunities for housing, education, employment, finances and social services to remove barriers to successful re-entry.
 - Tracked relevant state legislation and provided testimony for increased funding for local systems; access to health care/medications
- Recommendation N:** Ensure that programs at work-release facilities promote the success of re-entrants in areas including, but not limited to: fees, employment, access to services.
 - MCCC has redesigned their audit process with contractors – providing technical assistance for identified issues; Restructured Duvall Residential Center staffing, created partnerships with community agencies and correctional agencies

HOUSING

Big Wins:

- Integrated the strategies into the work of the Indianapolis Continuum of Care (CoC), Indianapolis' coalition of public and private agencies dedicated to preventing and ending homelessness.
- Modification of the Indianapolis Housing Agency's policy to consider people for housing three years post release rather than five years post release.

Ongoing – as part of the CoC:

- Recommendation B:** Catalyze the development of a comprehensive housing program to make municipally-owned empty housing stock available for fix-up and rent, or purchase by those who are financially qualified and have undergone home-owner training.
- Recommendation G:** Coordinate with the Indianapolis Housing Agency (IHA) and the local office of the Department of Housing and Urban Development (HUD) to create a system to update arrest/dismissal information in order to improve access to housing opportunities for re-entrants wherever possible.
- Recommendation M:** Coordinate with the Indianapolis Housing Agency (IHA), the local office of the Department of Housing and Urban Development (HUD), and the state Family and Social Service Administration (FSSA) to review state and local policies that restrict re-entrants access to government-assisted housing and benefits programs.

POLICY IMPLEMENTATION

Complete:

- **Recommendation E:** MCRC designated as the lead agency for the recommendations, with regular progress reports to the Council

Ongoing:

- **Recommendations D and I:** Develop comprehensive guidelines for city grant recipients that are aligned with the Study Commission recommendations and rooted in evidence based practices.
- **Recommendation H:** Develop a shared information system so all agencies working with a client have comprehensive information to guide their work.

SENTENCING ALTERNATIVES AND OPTIONS

Ongoing:

Recommendation R: Assemble information about alternatives to incarceration in partnership with state and local judiciaries to have alternate sentencing guidelines.

- Working with the Indiana Judicial Center which is currently in the process of helping counties to implement coordinated, county-wide incentives and sanctions, which directly addresses this recommendation. Marion County will likely be in the next phase of this work.

Recommendation J: Facilitate coordination between all municipal government correction-related agencies on re-entrant fiscal issues such as support payments, probation fees, traffic fees, etc.

- Researched the current fee structures of parole, community corrections and other supervisory and ancillary organizations that work with re-entrants; now looking at options to coordinate payment and debt information for individuals; Provided training to financial coaches at the Centers for Working Families locally. This recommendation will require a great deal of cross-sector collaboration, which the work group is looking forward to, and building infrastructure for.

SUPPORTIVE SERVICES

Ongoing:

Recommendation L: Create a system for improved access to health, mental health, and medication history of all offenders with statewide criminal justice agencies and approved social service providers in order to ensure the well-being of re-entrants.

Recommendation U: Seek funding to retain and sustain the Access to Recovery program.

Recommendation Y: Establish treatment option(s) to provide for low-cost walk-in addiction assistance, secure lockdown for detoxification, and mental health assistance.

- Resource Centers
- SAMHSA Project: Central Indiana Recovery Services (CIRS) – Collaboration of providers to redesign and implement an “ATR look-alike” program.
- Engagement Center

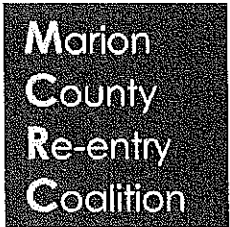
RECOMMENDED NEXT STEPS

- Revisit goals which are not supported by the current re-entry landscape or which have expanded in content through the MCRC’s work.
- Explore recommendations that are most deeply connected with the Council’s direct responsibilities, for example, the effective coordination of goal and outcome tracking for grantee organizations.
- Continue to link the work of the MCRC with other community-wide initiatives such as Plan 2020 and Your Life Matters.
- Consider the creation of a results-focused dashboard for the Commission’s recommendations, aligned with the MCRC work group focus areas that will be able to demonstrate progress on performance indicators in each of the work group areas as well as population impact for the community as a whole.

Indianapolis - Marion County Re-Entry Policy Recommendations Update: April 2015

Community Solutions, Inc. - United Way of Central Indiana

A status report on the recommendations made by the Indianapolis-Marion County Council's Re-Entry Policy Study Commission, managed by the Marion County Re-Entry Coalition

The logo for the Marion County Re-entry Coalition is a black square with the text "Marion County Re-entry Coalition" in white, stacked vertically.

**Marion
County
Re-entry
Coalition**

Re-Entry Policy Study Commission Background

In 2013, the Indianapolis-Marion County Council convened the Re-Entry Policy Study Commission. The Council directed the Commission to increase public safety by examining and investigating policies and procedures relating to the re-entry of ex-offenders and the economic and community impact of reducing recidivism in Marion County. The Commission was established through Resolution 80, 2012 and later amended by Council Resolution 90, which expanded the membership of the Commission.

The Commission was directed to:

- Examine and investigate the current policies and procedures relating to the re-entry of ex-offenders and the economic and community impact of reducing recidivism in Marion County,
- Hold public hearings and take public input, and
- Report to the Council findings and recommendations for improvement.

Re-entry Policy Study Commission Members:

Mary Moriarty Adams
Commission Chair
Chair, Public Safety & Criminal Justice
Committee
Indianapolis-Marion County Council

Joyce Dabner
Re-entry Coordinator
Starting Over Corps

Rhiannon Edwards
Executive Director
Public Advocates in Community re-Entry (PACE)

Andrew Fogle
Deputy Prosecuting Attorney
Marion County Prosecutor's Office

William Gooden
Councilor
Indianapolis-Marion County Council

Willie Jenkins
Re-Entry Administrator
Office of the Mayor, Indianapolis

Mike Lloyd
Director of Transitional Facilities & Community-
Based Programs
Indiana Department of Correction (IDOC)

Robert Ohlemiller
Program Director, Jail Division
Marion County Sheriff's Office

Vop Osili
Councilor
Indianapolis-Marion County Council

Jose Salinas (represented by Magistrate John
Alt)
Judge
Marion Superior Court

Angela Smith Jones
Director of Public Policy
Greater Indianapolis Chamber of Commerce

Valerie Washington
Deputy Director/Chief Financial Officer
Indianapolis Department of Public Safety

Melissa Benton
Ex-offender Liaison
Office & Grant Manager
Indy-east Asset Development

Shawn Hendricks
Ex-offender Liaison
ReCycle Force

Staff:
Fred Biesecker
General Counsel
Indianapolis-Marion County Council

Hope Tribble
Chief Financial Officer and Policy Analyst
Indianapolis-Marion County Council

Leslie Williams
Administrative Assistant
Indianapolis-Marion County Council

Re-Entry Policy Study Commission Recommendations

From November 2012 through April 2013, the Re-entry Study Commission held 10 public hearings, heard from subject matter experts, and gathered testimony from members of the public. These efforts brought together a range of stakeholders who shared their perspectives on the challenges faced by ex-offenders from ex-offenders themselves, state and city criminal justice leaders, community based organizations and agency heads. Nearly 40 local and state organizations served as partners representing the voice of government, nonprofit and business in the process. Thirty-two presenters shared key facts, best practices, and research into the realities of the current re-entry landscape. From that process, the Study Commission developed 26 recommendations related to a variety of re-entry issues and shared them in July 2013.

Policy Improvement Recommendations:

- A. The Probation Department should seek to promote and protect the employment of ex-offenders by significantly limiting work interruptions for mandatory probation requirements, including but not limited to: drug/alcohol testing, meetings and appointments with re-entrants who are employed and under correctional supervision during their scheduled work hours. For these working re-entrants such requirements should be scheduled at times that occur during reasonable and accessible intervals before or after a re-entrant's scheduled work hours.
- B. The City-County Council should designate an implementing organization to support and catalyze the development of a comprehensive housing program with municipal agencies and area Community Development Corporations (CDCs) to make municipally-owned empty housing stock available for fix-up and rent, or purchase by those who are financially qualified and have undergone home-owner training as described in Policy Initiative E.
- C. The Council should coordinate with the Greater Indianapolis Chamber of Commerce (Indy Chamber) and related agencies on the development of national evidence-based data into informational material for dissemination to area businesses, financial institutions, housing providers, etc., to provide accurate information about hiring, housing and other business interactions, of re-entrants. This material also should provide information about tax benefits and other incentive programs currently in place to encourage the hiring of ex-offenders.
- D. The City of Indianapolis (City) administration and Council should establish comprehensive guidelines for selection of grant recipients to serve the re-entry population. The guidelines should be based on national evidence-based best practices and should be used during the administration of such funding.
- E. The Council should designate an organization to monitor the implementation of programs and initiatives originating from this Re-entry Policy Study Commission (Commission). The organization should use best practices to identify measures of success for each program and recommendation, provide quarterly status reports to the Council President and present an annual progress report to the Council.
- F. The implementing organization should develop Re-entry/Transition Packets and electronic materials for distribution to correctional institutions and incarcerated individuals. The packets should contain, at a minimum, information targeted to re-entrants on available and fully vetted (see Policy Initiatives O. and P. below) social service agencies, housing and employment opportunities, public transportation options, and resources on treatment and counseling services.
- G. The implementing organization should engage and coordinate with the Indianapolis Housing Agency (IHA) and the local office of the Department of Housing and Urban Development (HUD) to create a

system to update arrest dismissal information in order to improve access to housing opportunities for re-entrants wherever possible.

- H. The implementing organization should coordinate with Probation, the Department of Public Safety (DPS) and Indiana Department of Correction (IDOC) to oversee the development of a comprehensive and coordinated database for local and state correctional agencies to track a re-entrant's legal status, current obligations and legal history. This database shall be accessible to all correctional agencies. Limited access will be available to re-entrants who seek to access their own personal records for the review of their personal histories.
- I. The City's grant management contract should require that the grant evaluation processes of the City-provided re-entry grant funds be in alignment with the Commission recommendations and policies as scoring criteria.
- J. The implementing organization should facilitate coordination between all municipal government correction-related agencies on re-entrant fiscal issues such as support payments, probation fees, traffic fees, etc.
- K. All City and County agencies (except those directly related to public safety and law enforcement) should eliminate all questions about past and current legal issues and offenses from employment application forms and during first interviews (also known as "Ban-the-Box").
- L. State and local government correction-related agencies should provide a continuum of care for re-entrants, to create a system for improved access to health, mental health and medication history of all offenders with statewide criminal justice agencies and vetted (see Policy Initiative E.) social service providers in order to ensure the well-being of re-entrants. The undertaking should ensure that the highest standards of data protection, in accordance with HIPAA, are maintained.
- M. Commission designees should engage and coordinate with the Indianapolis Housing Agency (IHA), the local office of the Department of Housing and Urban Development (HUD), and the state Family and Social Service Agency (FSSA) to review state and local policies that restrict re-entrants access to government-assisted housing and benefits programs.
- N. State and local government correction-related agencies should review the regulations, statutes and procedures governing programs at work-release facilities to ensure such programs work to promote the success of re-entrants in areas including, but not limited to, the fees charged, timeline requirements for obtaining employment, determining job assignment priorities, etc.
- O. The implementing organization should work with criminal justice agencies to assemble a comprehensive resource publication that provides information about all wrap-around and social services available to re-entrants.
- P. The implementing organization should establish a set of evidence-based best practices and standards for social service providers receiving City or County funds. The standards should require agencies receiving City or County funds to demonstrate consistent use and application of these practices/standards. In addition, the guidelines should include actions that will be taken if the grantee is found to be intentionally negligent.
- Q. The Council and City Administration should review and evaluate current incentives offered to employers hiring re-entrants.

- R. Commission designees should assemble evidence-based best practices about alternatives to incarceration and should work with state and local judiciaries to encourage alternative sentencing guidelines where the preponderance of data indicates its benefit.
- S. The Courts and other criminal justice agencies should promote, implement and expand the use of Restorative Justice programs county-wide.
- T. Commission designees should work with IDOC and the Indiana Bureau of Motor Vehicles (BMV) to create a provisional driver's license for qualified drivers who are soon to be released from incarceration or, where not practical prior to release, as soon as possible after release.
- U. The implementing organization should seek funding to retain and sustain the Access to Recovery program.
- V. The Council, with support from the implementing organization, should coordinate with state and federal legislators and commission designees to advocate for changes to existing laws governing funding and opportunities for housing, education, employment, finances and social services to remove barriers to successful re-entry.
- W. Commission designees should work with Marion County Probation, Community Corrections and IDOC to review fee schedules and evaluate whether such fees and/or amounts are constraints to the re-entry process.
- X. Has been integrated into recommendation H.
- Y. Commission designees should seek funding to establish treatment option(s) to provide for low cost walk-in addiction assistance, secure lockdown for detoxification, and mental health assistance.
- Z. Commission designees should seek funding to increase secondary and post-secondary educational opportunities for offenders during their incarceration.

Re-Entry Recommendations – From Thought to Action

The Indianapolis-Marion County Council subsequently selected the Marion County Re-entry Coalition as the agency responsible for moving the recommendations forward. With funding from the Indianapolis Foundation, the United Way of Central Indiana (UWCI) agreed to serve as the fiscal sponsor and administrative support to the MCRC. The members of the MCRC chose Community Solutions, Inc. (CSI) as the coordinator for the MCRC. United Way subcontracted with Community Solutions, Inc. (CSI) to provide that support.

The Marion County Re-entry Coalition (MCRC) was created in 2012 through an evolution of the Leadership in Action Program (LAP) which was a collaboration of the Annie E. Casey Foundation, the Indianapolis Mayor's Office, and the Governor's Office. Founded in 2009, LAP was able to build cross-sector collaboration among representatives from public safety, state and community corrections, county jail, housing, health, education, substance abuse, children and families, employment, victims' services and business. Both efforts have employed a results-based accountability (RBA) framework. The targeted result to be achieved by the MCRC is: *"All adult offenders in Marion County are successfully reintegrated into the community."*

MCRC Activities & Work Groups

To organize the work, the MCRC divided the recommendations into focus areas: Employment, Housing, Sentencing, Policy, and Services. Work groups were formed around these five focus areas. The work groups began meeting in January 2014. Many original members of the Re-Entry Study Commission are represented in the MCRC, as well as several partners/ presenters from the original planning process, including representatives from:

Federal Criminal Justice Agencies:

United States Department of Justice
United States Probation

State Agencies:

Indiana Department of Correction
Indiana Family & Social Services Administration,
Division of Mental Health & Addiction
Indiana Protection & Advocacy Services

City/County Agencies:

City of Indianapolis, Department of Public Safety
& Department of Metropolitan Development
Indianapolis Housing Agency
Indianapolis-Marion County City-County Council
Marion County Community Corrections
Marion County Problem Solving Courts
Marion County Prosecutor's Office, Child
Support Division and Victims' Assistance Unit
Marion County Public Health Department
Marion County Public Defender's Agency
Marion County Sheriff's Office
Marion County Superior Court

Nonprofit, Community-based Agencies

Bethlehem House
Domestic Violence Network
Homeless and Re-entry Helpers
Horizon House
Indy Reads
IndyWelds
Partners in Housing
Public Advocates in Community Re-Entry, Inc.
(PACE)
Recycle Force
United Way of Central Indiana
Use What You've Got Prison Ministry
Volunteers of America

For Profit Agencies:

Mays Chemical
Shiel Sexton

Through their work with the Commission's recommendations, the MCRC identified a common approach to frame their ongoing work. In May 2014, the full MCRC discussed themes that emerged in the work groups, along with the research on relevant approaches including Principles of Effective Offender Interventions¹, Recovery-Oriented Systems of Care², and Trauma-Informed Care³. The group agreed on a set of innovative guiding principles to support system and program-level changes aimed at decreasing recidivism in Marion County, reflecting the original intentions of the Commission's efforts and solidifying the "MCRC Re-entry Approach".

As the MCRC addresses the Commission recommendations, each work group aims to align its re-entry approach with the following guiding principles:

- Provides person-centered care
- Includes comprehensive assessment that addresses risk and needs, is strengths-based and builds on client resiliencies, and is client-driven, with an empowering approach that builds on self-efficacy of clients
- Offers comprehensive services and supports to meet needs identified in the assessment including care coordination, a community-based, client-driven and culturally responsive approach, the use of evidence-based services that address cognitive risks and needs, and the incorporation of peer supports and mentoring
- Provides integrated services and supports collaboration between systems and providers
- Involves families and other allies
- Supports continuity of care and focuses on the transition from incarceration by connecting clients to services pre-release and providing ongoing supports after release
- Includes ongoing monitoring and support
- Driven by data and assessment through ongoing evaluation
- Includes system-wide education and training

1 National Institute of Corrections, Principles of Effective Offender Interventions, <http://nicic.gov/theprinciplesofeffectiveinterventions>, Accessed 2.12.15.

2 SAMHSA, HHS Publication No. (SMA) 09-4439, http://www.naadac.org/assets/1959/sheedyckwhitterm2009_guiding_principles_and_elements.pdf

3 SAMHSA, Trauma-Informed Care and Trauma Services, <http://www.samhsa.gov/nctic/trauma-interventions>

Progress Update

Beginning in January 2014, the MCRC work groups have prioritized the recommendations, achieved some of them, and completed additional research about the viability of other recommendations, within the current environment. In a little over a year, the work groups have identified which recommendations can be both readily achieved and highly effective. Overall, participants in the work groups agree that the Commission's work and their organizational involvement in MCRC as increases collaboration and efficiency in the re-entry community. The MCRC has also expanded the recommendation list, as work groups have discovered additional opportunities for reducing recidivism in the county.

At the same time, several work groups encountered a common challenge – the scope of one or several recommendations went beyond their area of immediate influence. For example, some re-entry-related fee structures are based on state statutes and many reimbursement-based housing programs are controlled by federal legislation. With largely local or administrative decision makers at the table, the first successes have generally had a local focus. The original recommendations were prioritized based on two central criteria: the likelihood of reaching the goal and the estimated impact of the recommendation, if achieved. After reviewing the recommendations, each work group created an initial plan for implementing the Commission's guidance.

MCRC members also identified staff turnover at participating agencies and variable schedules as occasional challenges in realizing the Commission's recommendations. Members suggested that strong leadership in the work groups and support from Community Solutions, Inc., has been instrumental in helping groups to maintain focus. Some participants also expressed a desire to revisit some recommendations, to either broaden their scope or refine them for the existing context.

Each work group's individual progress follows, along with the level of progress and impact with the related recommendations.

Employment and Workforce Development

Desired Result: *Re-entrants will find satisfying jobs with adequate pay and benefits.*

Big Win:

Recommendation K: All City and County agencies (except those directly related to public safety and law enforcement) should eliminate all questions about past and current legal issues and offenses from employment application forms and during first interviews (also known as “Ban-the-Box”).

“Ban-the-Box” was passed on February 24, 2014 by the City-County Council and was subsequently signed by Mayor Greg Ballard. The local rule mandates that city and county agencies and their contractors not ask about prior convictions on job applications or in first-round interviews, unless the applicant offers the information voluntarily. It went into effect on June 5, 2014.

In Progress:

Recommendation V: The Council, with support from the implementing organization, should coordinate with state and federal legislators and commission designees to advocate for changes to existing laws governing funding and opportunities for housing, education, employment, finances and social services to remove barriers to successful re-entry.

Recommendation N: State and local government correction-related agencies should review the regulations, statutes, and procedures governing programs at work-release facilities to ensure such programs work to promote the success of re-entrants in areas including, but not limited to, the fees charged, timeline requirements for obtaining employment, determining job assignment priorities, etc.

Both of these recommendations overlap with the policy work group’s focus. Initial efforts have been made to connect with state government on both of these topics. For Recommendation V, MCRC members have attended and testified at hearings at both the State Senate and House. For Recommendation N, the employment work group has also reached out to the county’s courts. Fee adjustments are already in progress, so efforts will focus on providing useful input on the regulations that are related to re-entry programs.

Requires More Time:

Recommendation A: The Probation Department should seek to promote and protect the employment of ex-offenders by significantly limiting work interruptions for mandatory probation requirements, including but not limited to: drug/alcohol testing, meetings, and appointments with re-entrants who are employed and under correctional supervision during their scheduled work hours. For these working re-entrants, such requirements should be scheduled at times that occur during reasonable and accessible intervals before or after a re-entrant’s scheduled work hours.

While Probation leaders are working to limit interruptions, some of the protocols go beyond the jurisdiction of local decision makers. Additionally, the employment work group plans to do more research on what interruptions are most problematic and which might be good candidates for changing.

More Challenging:

Recommendation C: The Council should coordinate with the Greater Indianapolis Chamber of Commerce (Indy Chamber) and related agencies on the development of national evidence-based data into informational material for dissemination to area businesses, financial institutions, housing

providers, etc., to provide accurate information about hiring, housing and other business interactions, of re-entrants. This material also should provide information about tax benefits and other incentive programs currently in place to encourage the hiring of ex-offenders.

Recommendation Q: The Council and City Administration should review and evaluate current incentives offered to employers hiring re-entrants.

Recommendation Z: Commission designees should seek funding to increase secondary and post-secondary educational opportunities for offenders during their incarceration.

Initial research identified a number of incentives that could be used to encourage employers to hire ex-offenders. However, the work group heard that those incentives were inadequate to spark action among businesses. While there is work in progress with the Indy Chamber, the lack of evidence to support this practice has led those collaborative conversations in alternate directions. In addition to a disinterest in hiring re-entrants, there is a perceived disinterest in businesses opening themselves up to tracking and auditing requirements possibly associated with government incentives.

The work group has completed initial research into increasing secondary and post-secondary educational opportunities for offenders during incarceration. Increasing funding and creating new efforts in higher education are long-term processes that will require state and perhaps federal support. This recommendation was noted to be of great importance by the Study Commission but also acknowledged as difficult to address at a local level.

Housing

Desired Result: *Re-entrants will be able to secure safe and affordable housing in the community.*

Big Wins:

The housing work group was largely composed of individuals who were already quite active in the Continuum of Care (CoC), Indianapolis' coalition of public and private agencies and individuals who are dedicated to preventing and ending homelessness. Because the needs of MCRC's and the CoC's target populations overlap, the leaders of this group transitioned their efforts into the CoC efforts and have identified MCRC members to advocate for making re-entry a key part of the CoC's ongoing work.

Prior to that transition, the housing work group was able to achieve a win in increasing long-term housing access for re-entrants. Both HUD and local regulations mandate that individuals with recent criminal convictions can't apply for housing. Indianapolis Housing Authority engaged with the MCRC, and agreed to modify their policy such that the local offices will review the last three years of an individual's background, rather than the previous five years, when making eligibility decisions.

The following recommendations were part of the housing work group's responsibility and are now being championed by the Continuum of Care.

Recommendation B: The City-County Council should designate an implementing organization to support and catalyze the development of a comprehensive housing program with municipal agencies and area Community Development Corporations (CDCs) to make municipally-owned empty housing stock available for fix-up and rent, or purchase by those who are financially qualified and have undergone home-owner training as described in Policy Initiative E.

Recommendation G: The implementing organization should engage and coordinate with the Indianapolis Housing Agency (IHA) and the local office of the Department of Housing and Urban Development (HUD) to create a system to update arrest dismissal information in order to improve access to housing opportunities for re-entrants wherever possible.

Recommendation M: Commission designees should engage and coordinate with the Indianapolis Housing Agency (IHA), the local office of the Department of Housing and Urban Development (HUD), and the state Family and Social Service Administration (FSSA) to review state and local policies that restrict re-entrants access to government-assisted housing and benefits programs.

Policy Implementation

Desired Result: *Practices and policies will encourage and support ex-offenders successful transition from incarceration to the community.*

Outcome Achieved:

Recommendation E: The Council should designate an organization to monitor the implementation of programs and initiatives originating from this Re-entry Policy Study Commission (Commission). The organization should use best practices to identify measures of success for each program and recommendation, provide quarterly status reports to the Council President and present an annual progress report to the Council.

As described previously, the Council designated the MCRC as the implementation partner in moving the recommendations forward. The MCRC partnered with the United Way of Central Indiana, and engaged Community Solutions, Inc. to provide coordination and facilitation.

On the Horizon:

Recommendation D: The City of Indianapolis (City) administration and Council should establish comprehensive guidelines for selection of grant recipients to serve the re-entry population. The guidelines should be based on national evidence-based best practices and should be used during the administration of such funding.

Recommendation I: The City's grant management contract should require that the grant evaluation processes of the City-provided re-entry grant funds be in alignment with the Commission recommendations and policies as scoring criteria.

Both of these recommendations are related to grant programs that are funded by the City. The purpose of the recommendations is to increase consistency across grantee goals and outcome tracking. The policy committee is working actively in partnership with Councilor Vop Osili, who also participates in this work group, to implement these recommendations.

Requires More Time & Infrastructure:

Recommendation H: The implementing organization should coordinate with Probation, the Department of Public Safety (DPS) and Indiana Department of Correction (IDOC) to oversee the development of a comprehensive and coordinated database for local and state correctional agencies to track a re-entrant's legal status, current obligations, and legal history. This database shall be accessible to all correctional agencies. Limited access will be available to re-entrants who seek to access their own personal records for the review of their personal histories.

While some initial steps have been made to provide access to the DPS database for ex-offenders to see their own records, a more promising step toward an integrated database may be on the horizon. The Indiana Department of Correction recently released an RFP for a comprehensive information management and reporting system. If the group is able to connect with the IDOC during the development period, the MCRC may be able to provide critical feedback about its potential to connect with community, as well as correctional groups.

Sentencing Options and Alternatives

Desired Result: *Increase access to effective, community-based alternatives to incarceration.*

Laying the Foundation:

Recommendation R: Commission designees should assemble evidence-based best practices about alternatives to incarceration and should work with state and local judiciaries to encourage alternative sentencing guidelines where the preponderance of data indicates its benefits.

The work group has conducted more in-depth research about the current application of evidence-based practices. They have reached out to local courts as well as the probation system. In addition to assessing the current landscape, the work group is considering approaches for helping smaller agencies to feel comfortable with evidence-based practices and minimizing a sense that they might be threatening. Both state and national research is being conducted around the use of evidence-based sanctions and incentives. The Indiana Judicial Center is currently in the process of helping counties to implement coordinated, county-wide incentives and sanctions, which directly addresses this recommendation. Though Marion County was not in the first pilot phase, they will likely be included in the next phase.

In Process:

Recommendation J: The implementing organization should facilitate coordination between all municipal government correction-related agencies on re-entrant fiscal issues such as support payments, probation fees, traffic fees, etc.

As a first step in realizing this recommendation, the group researched the current fee structures of parole, community corrections and other supervisory and ancillary organizations that work with re-entrants. Then, the group looked at options for organizations that had the capacity to coordinate payment and debt information for individuals. An initial conversation has been started with the financial coaching staff at the Centers for Working Families locally, and the group is exploring additional partnerships. This recommendation will require a great deal of cross-sector collaboration, which the work group is looking forward to, and building infrastructure for.

Not a Current Focus:

Recommendation S: The Courts and other criminal justice agencies should promote, implement, and expand the use of Restorative Justice programs county-wide.

While Restorative Justice programs have been identified as an effective strategy in the juvenile population, the work group was unable to find evidence to support the use of restorative justice as an effective tool for the target population of adult returning offenders. With that in mind, this recommendation was tabled so the group could focus on other priorities.

Wraparound Services/Case Management and Community Resources

Desired Result: *Increase re-entrants' access to evidence-based care coordination and community-based support services.*

In Process:

Recommendation L: State and local government correction-related agencies should provide a continuum of care for re-entrants, to create a system for improved access to health, mental health, and medication history of all offenders with statewide criminal justice agencies and vetted (See Policy Initiative E) social service providers in order to ensure the well-being of re-entrants. The undertaking should ensure that the highest standards of data protection, in accordance with HIPAA, are maintained.

Recommendation U: The implementing agency should seek funding to retain and sustain the Access to Recovery program.

Recommendation Y: Commission designees should seek funding to establish treatment option(s) to provide for low-cost walk-in addiction assistance, secure lockdown for detoxification, and mental health assistance.

Initial collaboration- and awareness-building steps have been made in these areas. The group is also assessing what services can be accessed through different program and funding processes. The ultimate goal is to create a network of resource centers that would be vetted by and aligned with the MCRC and maintained through the City's Office of Re-Entry. The work group has connected with mental health, substance abuse, FSSA, the IDOC's medical director, PACE, HealthNet and others to begin to assess readiness and interest. They are also developing an application and vetting process for the resource centers and hope to have the first pilot site established by June 2015.

Recommendation U is in development as PACE has received funds from the Substance Abuse and Mental Health Services Administration (SAMHSA) to support a collaboration of providers in Central Indiana to redesign and implement an "ATR look-alike" program.

With recommendation Y, the group has identified an "Engagement Center" model as being a promising practice. This would likely not be a walk-in provider, but would offer a safe place for detoxification and mental health supports and serve as a diversion from re-incarceration.

Shifting Focus:

Recommendation F: The implementing organization develops Re-entry/Transition Packets and electronic materials for distribution to correctional institutions and incarcerated individuals. The packets should contain, at a minimum, information targeted to re-entrants on available and fully vetted (see Policy Initiatives O and P) social service agencies, housing and employment opportunities, public transportation options, and resources on treatment and counseling services.

Initial conversations took place regarding this goal in which the group agreed that the intention of this recommendation was to ensure that individuals returning to the community have access to identity documents, making it easier for them to secure employment and necessary social services upon release. Ultimately, the group agreed that the policy work group might be more effective in making this a reality. The policy work group has engaged with the Indiana Department of Correction and learned about the current practices in place related to identity documents, including a Memorandum of Understanding with the

Department of Motor Vehicles to allow soon-to-be-released individuals to obtain identification. Now, the policy work group has turned their focus to the Marion County Sheriff's Office and will be researching what systems are in place, or may need to be developed, to address this recommendation.

Updated Approach:

Recommendation O: The implementing organization should work with criminal justice agencies to assemble a comprehensive resource publication that provides information about all wrap-around and social services available to re-entrants.

Recommendation T: Commission designees should work with IDOC and the Indiana Bureau of Motor Vehicles (BMV) to create a provisional driver's license for qualified drivers who are soon to be released from incarceration or, where not practical prior to release, as soon as possible after release.

While this overlaps somewhat with recommendation F, the work group also recognizes that much of this work is being done by the Coalition for Homelessness Intervention and Prevention and Connect2Help 2-1-1. The work group will reach out to 2-1-1 and explore other possible referral and resource providers to educate on the needs of re-entrants. If the resource centers are developed, this is another service that can be utilized in that delivery model.

As the group began to explore the option of creating a provisional driver's license, they quickly learned that a version of this exists already. However, it has several often hard to attain requirements including insurance, paying all past tickets, and other requirements. The work group has recommended information sharing of the current provisional options available and new strategies aimed at expanding the low-cost transportation options available to this population. A task force has held several meetings with IndyGo to discuss the possibility of a reduced fare for individuals returning to the community.

Recommended Next Steps

As described above, the MCRC plans to continue and deepen its work in service to the Commission's recommendations and the ultimate goal of reducing recidivism in Indianapolis. MCRC member interviews have suggested a range of effective next-steps that should be taken in partnership with the Council. Those steps include:

- Revisiting goals which are not supported by the current re-entry landscape or which have expanded in content through the MCRC's work.
- Exploring the recommendations that are most deeply connected with the Council's direct responsibilities, for example, the effective coordination of goal and outcome tracking for grantee organizations.
- Continuing to provide regular reports that highlight further success and identify barriers to achieving the Commission's recommendations.
- Linking the work of the MCRC with other community-wide initiatives such as Plan 2020, the Bicentennial Plan for the City of Indianapolis and Your Life Matters, the local partnership with the White House's My Brother's Keeper initiative.
- Considering the creation of a results-focused dashboard for the Commission's recommendations, aligned with the MCRC work group focus areas that will be able to demonstrate progress on performance indicators in each of the work group areas as well as population impact for the community as a whole.

Innovation in Recruiting & Hiring of Minority Officers

Police organizations become more culturally competent by recognizing and responding in a systematic way to the diversity of their community by ensuring that diversity is represented and respected within their own organizational structure and culture. The recruitment and hiring processes of police organizations is the most important component in achieving a culturally competent police organization. Law enforcement simply has not used the full strength, power, and resources of the community when it comes to the recruiting and hiring of police officers. The MPOA recommends the following strategies to increase minority recruiting and hiring.

Involve the Community

Citizen involvement should be used as a method of improving the recruiting and hiring process of the Indianapolis Metropolitan Police Department, especially as it pertains to minority recruitment. Community involvement can lead to a greater sense of trust in and respect for the law enforcement agency by citizens, while strengthening the organization's ability to identify and attract individuals who can serve as competent law enforcement personnel. A community effort comprised of community leaders, faith based community, business leaders, and other stakeholders can provide valuable support to encourage efforts to achieve and maintain diversity.

Stakeholders are those individuals that have an interest, or stake, in enhancing minority recruitment and selection. They are the groups and individuals that can influence the outcome, positively or negatively, in the development of strategies to address police agency recruitment and selection objectives. Incorporating the input of these stakeholders can help the police department be successful in accomplishing greater diversity in the recruiting and hiring process. A diverse police department and a commitment to positive action and promoting equality and diversity can deliver a range of benefits that will lead to better acceptance and improved performance.

The cities of Hartford, Connecticut and Lexington, Kentucky have used the citizen involvement model with success. The lesson learned in both Hartford and Lexington is that police departments can benefit by making police recruitment a community concern. Community support can help break down obstacles to progress, and shared responsibility can increase the likelihood of political support for needed changes.

Again, when you use the community involvement model, you create stakeholders and you enlist community leaders from both the public and private sector in lasting collaborative partnerships. These collaborative partnerships can familiarize stakeholders with the recruitment issues and needs that confront the police agency, define and develop responses to the issues and needs, and promote stakeholder ownership and commitment to implementing the responses.

An Assessment of the Recruiting and Hiring Process

Bottom line, a full evaluation of what is and what is not working

Streamline Recruitment and Selection

Agencies should evaluate their hiring processes to assess if they are getting not simply the candidates they want, but also the candidates the community needs. Agencies need to look at the relevance of traditional recruitment methods to assess if they are unfair impediments to hiring quality police officers. In addition, determine if the police department is burdened with cumbersome recruitment and selection process that is not *flexible* and can frustrate applicants and drive them to seek employment elsewhere. The most effective recruitment and selection processes are those that are completed quickly and allow a candidate to move swiftly from application to employment decision points.

Nurture Younger Prospects

There is a need for more emphasis on forward thinking in the recruiting process. An example of this is 2nd generation Latino's living in Indianapolis that are now mid-teens. What are we doing as a police agency to expose them to a possible career in law enforcement? Promoting interest in law enforcement as a career choice to children should be considered essential components of an agency's long-term recruitment strategy. Children tend to think of police officers as friends and protectors, and many express a desire to be one someday. But as they grow up, many lose interest in policing; we must capitalize on their interest early to promote a long term goal of achieving diversity.

Hire Older Officers

Examine the benefits of hiring older officers. Some agencies have lifted age restrictions and have discovered success in hiring recruits much older than the traditional age for new officers. Research has shown that police officers who are more mature, who are better educated perform in a better way, have less complaints from the citizens, have less complaints internally within the organization. This change would require working with PERF and ILEA to increase the age cap. The MPOA recommends an age cap of 40.

Diversity Retention

Many agencies are struggling to maintain a workforce that is diverse and reflects the community to which they are sworn to serve and protect. A key component of maintaining a positive perception in minority workforce is to ensure that all citizens hired by the agency, regardless of gender, race, sexual orientation, age, or ethnicity, are faring well in promotions and high-profile job assignments. A diverse and competent workforce is essential to the operation of a successful police agency.

IMPD is losing black officers due to job dissatisfaction. Minority officers have to believe that there is potential for development and advancement on the police department. Black officers are experiencing a lot of frustration with the current police culture that is relationship oriented and places relationships before talent and education.

Consequently, Black officers have retired or resign because they believed they couldn't reach their true potential on the police department. This problem impedes the effort to increase diversity and has a chilling effect on the moral and quality of life of minority officers who often do not feel included or respected within the police organization.

"Diversity is being invited to the party, Inclusion is being asked to dance" – Donna Brazile

Other Recommendations

- Dedicated budget for recruiting: \$35,000
 - College/Career fair - \$500 - \$600 dollars
- More staffing: 1 sergeant and 4 officers
- Office space
- Specialized training in recruiting
- Sale driven marketing concept/business model that emphasizes relationship in recruiting, similar to the military or other proactive agencies.
 - Example: each recruiter having a goal of 20 minority prospects
- Become more competitive with other local police agencies
 - Consider a 4-6 weeks fast track period for officers with prior law enforcement experience and are certified by ILEA

Best Practices

Indiana State Police

- Uses a 3 year commitment contract,
- 40 year age cap
- 1 Sergeant and 4 officers that serve as full time recruiters for a department with 1200 sworn members